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DCI/IC 74-214

4 January 1974

MEMORANDUM FOR THE RECORD

SUBJECT: Briefing of NIOs on the KEP

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1. [redacted] briefed George Carver and the NIOs today on the KIQ Evaluation Process to acquaint the NIOs with their proposed role in the evaluation of responses to the Key Intelligence Questions.

2. Carver emphasized to the NIOs that the DCI is putting strong emphasis on the KIQs and the evaluation of the responses to individual KIQs, so it was important that each NIO concern himself directly with the proposed system for evaluating community response to individual KIQs since each NIO will be deeply involved.

3. Considerable concern was expressed by several NIOs at the prospect of being overly burdened by bureaucratic actions. Carver and others emphasized that care needed to be taken to avoid having to keep "two sets of books" -- one for the DCI's Management Objectives and another for the KIQs.

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4. [redacted] pointed out during his briefing that it was intended that only 10 or 12 KIQs would be handled in the evaluation which must be completed before next fall, and that it was fully recognized that the first run-through was basically a shakedown effort, looking forward to a more comprehensive KEP during FY 1975. He also said that the KEP Working Group now involved in the development of the program and in preparing detailed guidance was going to be kept together, and that the IC staff was prepared to provide support for the NIOs in their KEP role.

5. Carver asked the NIOs to review carefully General Graham's memorandum of 2 January describing the "KIQ Cycle" and the "KIQ Order of March, First Effort," with comments to be provided to IC by close of business 4 January. He also told the NIOs that their views on the KIQ program would be presented to the DCI at a briefing to be held on 8 January.

6. Some of the individual comments of the NIOs on portions of the briefing were as follows:

a. The "expected deficiencies: on the charts should be listed as "known obstacles."

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b. The NIOs will not be capable of rating the value of collection systems. This is a task for analysts who work with the raw information.

c. It must be made clear to all involved that the "shakedown period" is just that, and will not involve KIQs applicable to all of the major intelligence problem areas.

d. A form similar to that for the "Net Performance Assessment" also should be used at the beginning in development of the baseline report if it is to be used in the final evaluation.

e. If "what is expected" is used at all in the baseline report, it should be made very clear this is to apply only for the six month period on which the evaluation is to be based.

6. Carver and others seemed strongly against the use of figures on the Net Performance Assessment form, favoring descriptive words instead.

7. As to a survey of user satisfaction, Carver said that it is the responsibility of each NIO to be aware of the extent to which his customers are or are not pleased with what is provided them, so the NIOs could answer the "user satisfaction" portion of the evaluation.

8. As for using USIB committees to work with the NIOs as part of the KEP, Carver said that he wanted to get his NIO organization well in hand before he puts his mind to any interface with USIB committees.

9. Overall, while some of the NIOs seemed to be skeptical about the KIQs and the whole evaluation process, they recognize that the KIQ program has strong DCI support and they must play an active role in making the system work. The briefing was time well spent.

[redacted]

Coordination Staff

Distribution:
1 - Dr. Clarke
25X1 1 - [redacted]
1 - [redacted]
1 - Dr. Lapham
1 - IC Registry - KIQ file
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1 - Gen. Graham

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